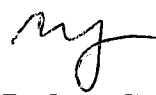


PHED/HHS COMM #1  
April 29, 2011  
**Worksession**

**M E M O R A N D U M**

April 28, 2011

TO: Planning, Housing, and Economic Development Committee  
Health and Human Services Committee

FROM: Vivian Yao, Legislative Analyst 

SUBJECT: **Worksession: FY12 Operating Budget, Conservation Corps**

*Those expected for this worksession:*

**Department of Health and Human Services**

Uma Ahluwalia, Director  
Brian Wilbon, Chief Operating Officer  
Kim Mayo, HHS Budget Team Leader  
Kate Garvey, Chief, Children, Youth and Families

**Department of Economic Development**

Steven Silverman, Director  
Barbara Kaufmann, Chief, Workforce Services

**Office of Management and Budget**

Beryl Feinberg  
Trudy-Ann Durace

The Executive's Recommended FY12 Operating Budget included a net reduction of \$400,000 for the elimination of the Conservation Corps program in the Department of Health and Human Services and a \$200,000 increase for an offsetting reduced scope program to be delivered by Maryland Multicultural Youth Center (MMYC) - Latin American Youth Center (LAYC) in the Department of Economic Development. The relevant budget pages are attached at ©1-3 .

The following members of the Friends of the Montgomery County Conservation Corps are expected to attend the worksession: Jerry Rupert, President; Kate O'Sullivan, 1<sup>st</sup> Vice President; Walter Wolfe, 2<sup>nd</sup> Vice President; and Kathy McGuire, Secretary.

## BACKGROUND

The Montgomery County Conservation Corps was founded in 1984 and provided job, GED and life skills training for out-of-school and unemployed youth ages 17-24. Participants received on-the-job training in conservation, carpentry, wood-working, and landscaping while earning an hourly stipend/wage. Corps members also had the opportunity to earn AmeriCorps educational grants through their participation in the program.

### *Outcomes and Program Demand*

Conservation Corps programs nationally have reported successful outcomes. A 1997 Abt Associates/Brandeis University random assignment study concluded that Youth Service and Conservation Corps generate a positive return on investment and the youth involved were positively affected by joining a Corps:

- Significant employment and earnings gains accrue to youth participants;
- Positive outcomes are particularly striking for African-American men;
- Arrest rates drop by one third among all Corpsmembers; and
- Out-of-wedlock pregnancy rates drop among female Corpsmembers.

Abt Associates attributed the effectiveness of Corps programs to several factors including the comprehensiveness of services provided, supportive and dedicated program staff, the quality of service projects, the intensity of the service experience, and the access to Corps members of an expanded social network.

**Consistent with the reported successes of Corps programs nationally, the local Montgomery County Conservation Corps program has served a significantly diverse and at-risk population, provided a significant level of services to the community, and reported strong outcomes.** Data provided to the Corps Network for 2009 reported that out of 52 members, 45 members belonged to minority groups, 26 were working toward a High School Diploma or GED, 18 received TANF/public assistance, 5 members were involved in the foster care system, 36 were formerly court-involved, and 18 were formerly incarcerated.

During 2009, MCCC completed the following achievements:

- 4,000 hours of education/tutoring;
- 18,000 hours of invasive species removal;
- 2,000 hours of environmental restoration;
- 16,000 hours of non-home construction; and
- 23,000 hours of misc. public land work, resulting in 1700 trees planted; 55 rainbarrels constructed; 13.1 tons of debris collected from streams; one screen porch for senior center; one school renovation; and one 15-foot handicapped ramp.

Last spring, the program reported that 53 members had been served through March 2010 of the fiscal year. Out of the 34 members that were enrolled without a high

school degree, 94% either completed their GED or increased their grade levels by a minimum of two grades. Only one corps member that had formerly been involved in the justice system relapsed.<sup>1</sup> There also continued to be a significant demand for the program; 68 young persons remained on the waiting list when the last cohort began in April of 2010.

### ***Decision to Transition to a Nonprofit***

For FY11, the Council agreed with the Executive's recommendation to change the delivery model of the Conservation Corps program by transitioning the program to a non-profit organization. DHHS was tasked with developing a Request for Proposal and selecting a vendor in the first half of FY11, and \$250,000 was provided for services to be delivered by a contracted provider in the second half of the fiscal year. The anticipated annual budget for the program was \$500,000.

The Friends of the Montgomery County Conservation Corps was generally supportive of the proposed public-private partnership. The Corps Network, the national advocate and representative of the nation's service and conservation corps, also recommended that the program develop a focused strategic plan on restructuring its program to expand and serve more of its target population and diversify and expand its funding sources.

### ***RFP Process***

The County implemented an RFP process to identify a vendor for the Conservation Corps program in FY11. On November 17, 2010, 12 individuals representing eight organizations attended the pre-bid conference (©9). The RFP notice was mailed to 12 organizations (©10), and four providers downloaded the application (©11).

The closing date for proposals was December 15, 2010, and one proposal was received from the Student Conservation Association, Inc. of Arlington Virginia. The potential bidder was scored with the minimum number of points required to move to the oral interview phase of the RFP process. However, the Department did not make an award because of the high cost of the proposal compared to the number of corps members served and the length of the program for participants, i.e., \$500,000 to serve 24 participants for 24 weeks, or approximately \$21,000 per member for less than six months. Specifics of the proposal are not known including whether start up costs are included in the total and whether fee-for-service revenue would defray County costs in moving forward.

Friends of the Conservation Corps has suggested that the RFP process was "cumbersome and confusing," and this factor contributed to the County's only receiving one bid. A Friends representative reported that there was some confusion and unanswered questions related to the financial and in-kind support to be provided by the

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<sup>1</sup> The Civic Justice Corps nationally reports a 10.2% recidivism rate, which is much lower than the prevailing rate for the general population of 50 - 70%.

County. However, the specific reasons why the organizations that attended the bidders conference or downloaded the application did not submit a proposal are not known.

#### **CURRENT PROPOSAL**

The Executive is recommending the elimination of the Conservation Corps program due to the historic high cost per program participant and the lack of appropriate bids to provide the services through a non-profit partner. The net reduction from the DHHS budget is \$400,000 in FY12.

To offset the reduction, the Executive is recommending funding of \$200,000 to be added to the DED budget for workforce services to be delivered by the County's Workforce Investment Act provider -- MMYC. The funding will be used to offer services that are in the current scope of services delivered by MMYC (see ©6-8). Executive staff has explained that the additional funding for workforce services is intended to preserve some type of program that is based on the concept of the Conservation Corps with the hope of expanding the program in future years.

Specifically, DED has proposed offering the Montgomery County Older Youth Corps, which would deliver services to residents ages 18-23, with barriers to employment, dropout, and youth who have not been employed in the past 12 months. Services will include:

- Development of individualized career pathway plan;
- Development of job readiness skills;
- Work on a community service project;
- GED preparation; and
- Job placement.

Correspondence from the Director of MMYC-LAYC expressing commitment to offering a program that incorporates elements of the Conservation Corps model is attached at ©12. The correspondence makes clear, however, that with the level of funding provided, the "full complement of Conservation Corps activities will not be possible."

#### ***MMYC-LAYC Contracts***

At the April 13 PHED Committee meeting, Committee members requested information on the contracts that MMYC-LAYC has with the County. The organization is anticipated to receive the following amounts in FY12:

FY12 Anticipated	Source	Department	Description
\$50,000	County	DED	Summer youth programming
\$558,284	Federal-WIA	DED	All youth workforce services. Reflects level of funding. FY12 allocations not yet available.
\$130,200	County	DHHS	Gang prevention and intervention: GED prep, job readiness, life and leadership skills .

A total of \$168,300 in reductions has been proposed for the organization in FY12:

- \$62,500 for County Gang Prevention contracted position;
- \$50,000 for general support of youth programs; and
- \$55,800 for security and staff training.

***Comments from the Friends of the Conservation Corps***

The Friends of the Conservation Corps has corresponded with the County expressing concern about the proposal to cut the program and shift funding (©13-15). In particular, the group made the following points:

- Since MCCC operations stopped in October 2010, the County's most vulnerable youth have lacked access to one of the only programs to help them develop the education and work skills they need to become self-sufficient citizens.
- The organization expressed doubts that the program could effectively serve vulnerable youth with just \$200,000 in annual funding.
- With dramatically reduced funding, the County and its youth will lose access to federal AmeriCorps education awards.
- The \$200,000 should be used to operate the Conservation Corps instead of offsetting other budget reductions to MMYC-LAYC.
- An adequately funded Conservation Corps program would achieve savings for taxpayers by (1) preserving and protecting the County's natural assets and community resources; (2) developing taxpaying workers; and (3) diverting at-risk youth from the criminal justice system, mental health services, homelessness, and other negative circumstances.
- The organization urges the Council to fund the program in FY12 at \$500,000.

**Council Staff Comments:**

Although the workforce services offered by MMYC are of value and serve an at-risk population similar to that of the Conservation Corps, **the MMYC program is substantively different from the Conservation Corps.** The Conservation Corps provided youth with a structured program where they belonged to a cohort of peers, gained skills on the job, supported the community, and earned an hourly stipend/wage. The program provided the opportunity for participants to complete a GED or make progress on their education, earn an AmeriCorps education award, and gain general life skills.

While MMYC provides a number of similar program elements, its program is not as comprehensively structured as the Conservation Corps. As a result, it appears that the Conservation Corps has achieved better outcomes in terms of a higher percentage of GED completion and recidivism prevention. (The latter does not appear to be tracked by MMYC.) Indeed, the HHS Committee Chair noted during the February 3 briefing on

support programs for older youth and young adults that there are no other programs in the County that provide services comparable to the Conservation Corps.

Council staff notes that while the per person costs for the Conservation Corps program are high, these costs should be weighed in the context of the benefits provided by program as highlighted by the Friends of the Conservation Corps above. Although a significant portion of the budget for the Corps supports member wages/stipends, Council staff notes that the community is gaining the value of the labor performed by Corps members in addition to supporting members in becoming contributing members of the workforce. Helping youth before they engage in more costly negative behavior is fiscally prudent.

**Contracting out Conservation Corps services may still be a viable option for the County.** Council staff consulted with staff from the Corps Network, who expressed surprise that the County received only one RFP bid and suggested that the level of funding was appropriate to attract multiple bidders. The Corps Network representative surmised that structure of the proposal could have had an impact on the number of bidders.

The Corps Network representative also observed that most of the programs in the country are delivered by non-profit organizations; many are housed within municipal governments who support programs through space and resources; and most programs do not rely on one funding source and leverage foundation grants and fee-for-service contracts with public funding. The representative also raised the possibility of attracting AmeriCorps formula by leveraging local funding as a match. A letter expressing support for Montgomery County Conservation Corps program from the President and CEO of the Corps Network is attached at ©16-18.

**Council staff recommendation:**

**Council staff agrees with DHHS's assessment that the one bid it received was not appropriate. However, Council staff believes that the County still has an opportunity to develop a functional model for the Conservation Corps program. There is a significant, demonstrated need for the services, and the program has demonstrated positive outcomes that avoid greater societal costs resulting from negative behaviors.**

**Instead of shifting funding to the Department of Economic Development for youth workforce services, Council staff recommends (1) retaining the funding to support a planning process for an updated Conservation Corps (including the development of a revised Request for Proposal) and (2) starting the program in the latter part of FY12.**

**Council staff also recommends that the County add \$5,000 to the reconciliation list as a noncompetitive award to the Collaboration Council for the**

**purposes of acting as a neutral convener and assembling a planning group to accomplish the following tasks by September 2010:**

- Bring key stakeholders together including representatives from DHHS, DED, the Friends of the Conservation Corps, the Corps Network, other potential partnering Agencies (e.g., Montgomery College, MCPS, Department of General Services, M-NCPPC, Department of Recreation, and Department of Environmental Protection), any potential partners in the business community, and former members.
- Develop a vision for the program moving forward including its mission and service focus(es) and any opportunities for program expansion.
- Assess the available public and private resources that can potentially support the project including funding, in-kind support (e.g., space, equipment), and potential service projects.
- Conduct a focus group of the organizations that attended the November 2010 bidders conference and/or downloaded the RFP application to determine what barriers existed for submitting a proposal.
- Develop the parameters for the Request for Proposal and a comprehensive list of organizations that will receive the RFP notice.
- Prepare a written program report on the work of the planning group.

The Collaboration Council, as the County's Local Management Board, is well-suited for the role of neutral convener for the planning group. Moreover, the organization has recently won a competitive bid to launch a new effort to improve services for youth and support young adult transitions from the Forum for Youth Investment's Ready by 21, Credentialed by 26 Challenge. See ©19-22. Thus, the organization is already tasked with engaging stakeholders, including DHHS, MCPS, higher education, workforce development, business, and youth to identify necessary supports for and barriers to successful transitions and identify opportunities to increase supports and build community capacity.

Although the Friends group advocates for \$500,000 in FY12 to support program, Council staff notes that because of the time needed to solicit the RFP through the Office of Procurement and get a successful bidder under contract, the best case timeline would have the program starting in February 2012. As a result, the \$200,000 to be shifted to DED appears to be sufficient to support the program through FY12.

Council staff recommends that funding for the program continue in the Department of Health and Human Services because of the nature of the at-risk population to be served. DHHS appears in a better situation to respond to the supports needed by participants and has managed the program for many years.

**Council staff emphasizes that the anticipated budget for the Conservation Corps program in FY13 would be \$500,000.**

# Children, Youth, and Family Services

## FUNCTION

The mission of Children, Youth, and Family Services is to promote opportunities for children to grow up safe, healthy, ready for school, and for families and individuals to be self-sufficient. This mission is realized through the provision of protection, prevention, intervention, and treatment services for children and their families, and through education, support, and financial assistance for parents, caretakers, and individuals. These services work to build on the strengths of both the individual and the community in addressing issues of child development, abuse, neglect, health, and economic security.

## PROGRAM CONTACTS

Contact Kate Garvey of the FHS - Children, Youth, and Family Services at 240.777.1101 or Trudy-Ann Durace of the Office of Management and Budget at 240.777.2778 for more information regarding this service area's operating budget.

## PROGRAM DESCRIPTIONS

### Child Welfare Services

This program provides protective, rehabilitative, and supportive services for children who are maltreated and for their families. This program also provides supportive and financial help to relatives, foster, and adoptive parents. Investigations, protective services, kinship care, foster care, adoption, and in-home aide services are also provided through this program. Family Preservation Services provide social services to families with children who are at risk of removal from home due to neglect or abuse.

Program Performance Measures	Actual FY09	Actual FY10	Estimated FY11	Target FY12	Target FY13
Percent of reduction in the number of children placed in out-of-home care <sup>1</sup>	0	5	10	10	10
Percentage of families receiving in-home services who do not have a child protective service investigation with an abuse or neglect finding within one year after receiving services	95	98	98	98	98

<sup>1</sup> In FY09, a greater focus on the use of relative and community members enabled more children to remain with their parents, thus reducing the number of children in out-of-home care.

FY12 Recommended Changes	Expenditures	WYs
<b>FY11 Approved</b>	<b>21,524,050</b>	<b>202.7</b>
Shift: Funding to Multicultural Intervention Project for Victims of Child Abuse From HB669	300,000	3.0
Replace: VOCA Grant - For Two Full-time Community Services Aide III Positions	148,050	2.0
Decrease Cost: Court Appointed Special Advocate Contractual Services	-5,200	0.0
Decrease Cost: Post-Adoption Contractual Services	-9,690	0.0
Decrease Cost: Tree House Contract for Abused Children	-25,420	0.0
Reduce: Abolish Two Full-time Social Worker Positions	-242,470	-2.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-70,200	0.2
<b>FY12 CE Recommended</b>	<b>21,619,120</b>	<b>205.9</b>

Notes: Miscellaneous adjustments include HB669 shifts (captured in the department-wide crosswalk) and mid-year creation of two part-time positions.

### Conservation Corps

The Conservation Corps has shifted from Children Youth and Family Services to Behavioral Health Planning and Management in Behavioral Health and Crisis Services.

FY12 Recommended Changes	Expenditures	WYs
<b>FY11 Approved</b>	<b>400,000</b>	<b>3.7</b>
Eliminate: Conservation Corps Contract with Offsetting Reduced Scope Program in Economic Development	-417,630	-3.7
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	17,630	0.0
<b>FY12 CE Recommended</b>	<b>0</b>	<b>0.0</b>

Notes: Miscellaneous adjustments include the elimination of this program.



In addition, this program manages the Business Innovation Network, which currently includes five facilities in Wheaton, Silver Spring, Shady Grove, Rockville, and Germantown and encompasses over 140,000 square feet of leaseable space. These facilities provide office and lab space, high-level business support services, and innovative programming to over 145 promising entrepreneurs. The Innovation Network is poised for expansion within the next few years with the Department currently seeking a developer for Site V, the future home of the East County Center for Science and Technology. The program also operates a virtual network that provides identical programs and services to over 20 participating businesses without incurring the cost of leasing office space.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Amount of federal grant funding received by County incubator companies (in millions)	5.9	4.3	5.2	4.4	4.4
Amount of private equity financing received by County incubator companies (in millions)	28	10.8	11.8	16.9	16.9
Number of intellectual property issued to County incubator companies	58	14	43	38	38
Number of new jobs created by incubator companies during the incubation period	125	181	165	180	180
Number of new jobs created by incubator companies post graduation	46	51	50	49	49
Percent of participants satisfied with DED sponsored technical assistance and training programs	NA	92%	94%	96%	96%

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>1,059,660</b>	<b>7.8</b>
Decrease Cost: Small Business Development Center Support	-5,000	0.0
Decrease Cost: Incubator Program - Abolish Two Incubator Positions- Business Development Specialist and Office Services Coordinator	-147,240	-2.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	44,760	1.2
<b>FY12 CE Recommended</b>	<b>952,180</b>	<b>7.0</b>

## Workforce Services

The Workforce Services (WS) program ensures that Montgomery County has a well-prepared, educated, trained, and adaptable workforce to meet the current and future needs of business, and that the County's workforce has the tools and resources to successfully compete in a global economy.

The Workforce Investment Board (WIB) provides advice and oversight on workforce development activities and policy. The 30-member WIB is composed of business representatives (51%), community leaders, and public officials. The Board is appointed by the County Executive in accordance with the Workforce Investment Act (WIA) of 1998 and Montgomery County Executive Order No. 159-02. The WIB does much of its work through its committees, which include the Board Development, Communications and Outreach, Executive, Finance, Program Operations and Oversight, and Youth Council committees. Staff provides support to the Board by implementing directives and policy initiatives.

WS is funded by \$3 million in Federal Government, State of Maryland, and Montgomery County funds. In FY 09, WS received \$1.3 million dollars from the American Reinvestment and Recovery Act. The funds must be spent by June 30, 2011, although the majority of funding was expended in FY10. The majority of annual formula funding received is through WIA grants to implement the One-Stop career system. This system is operated locally as MontgomeryWorks, and provides an array of vocational assessment, job readiness, job training, and job placement services to dislocated workers, low-income adults, older workers, disadvantaged workers, and youth.

The WIB provides policy oversight and guidance for the expenditure of funds, which enables local businesses and the public and private sectors to work collaboratively in meeting the workforce development needs of Montgomery County. Program staff provides overall administrative support of the WIA grants and are responsible for fiscal monitoring and accounting, program monitoring and review, new program and grant development, legislation development, and contract management for the WIA and County programs.

Services are provided at the MontgomeryWorks One-Stop Workforce Centers in Wheaton and Germantown and are operated as a consortium with the Department of Licensing, Labor, and Regulation, the Workforce Solutions Group (formerly Career Transition Center, Inc.), Maryland Job Service, and other non-profit and local agency partners. MontgomeryWorks serves the businesses of the County on an ongoing basis and also provides direct services to adult and youth residents. In FY10, MontgomeryWorks served over 14,000 adult and youth clients with core services, intensive counseling services, and occupational skills training. Youth services are provided through the Maryland Multicultural Youth Center, which is operated by the Latin American Youth Council (LAYC) while TransCen offers a full range of services to youth with disabilities.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Number of employers assisted with training	40	40	40	40	40
Number of employers assisted with recruitment	120	120	120	120	120
Number of DED job related placements for unemployed adults-dislocated, older, and disadvantaged workers <sup>1</sup>	13,775	12,650	12,900	13,200	13,200

<sup>1</sup> The County received additional federal stimulus grants at the end of FY09, but FY10 placements will decrease due to the continuing rise in unemployment. To reflect the anticipated improvement in the job market, DED projects a gradual increase in placements in FY11 and FY12.

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>3,268,820</b>	<b>3.8</b>
Add: Latin American Youth Center Workforce Development for Youth	200,000	0.0
Reduce: Workforce Services - Abolish Program Manager II Position	-90,670	-1.0
Decrease Cost: Workforce Services	-372,500	0.0
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-36,030	0.2
<b>FY12 CE Recommended</b>	<b>2,969,620</b>	<b>3.0</b>

## Agricultural Services

This program encompasses the promotion of agriculture as a viable component of the County's business and economic sector, as well as the preservation of farmland as a resource for future agricultural production capabilities. The Department of Economic Development co-sponsors farmers' markets, an annual farm tour, and other activities which promote agricultural products. The goal of the Agricultural Preservation Program is to acquire easements to protect 70,000 acres of farmland in the Agricultural Reserve. This goal was achieved in January, 2009, one year prior to the 2010 target date. Agricultural Services also provides farmers with zoning and master plan technical assistance and coordinates the County's Weed Control and Deer Donation programs.

The Montgomery Soil Conservation District (MSCD) is considered a political subdivision of the State and is staffed by County, State, and Federal employees. Programs offered by MSCD include an array of technical advice for conservation and natural resource planning, as well as a variety of educational opportunities. MSCD staff assist farmers and landowners in the County with Soil Conservation and Water Quality Plans, provide technical assistance for conservation practices, and administer a variety of Federal and State cost-share programs which help fund projects to prevent soil erosion and improve water quality. Many of these programs are designed to help protect local waterways and the Chesapeake Bay. The MSCD provides a number of programs that focus on educating Montgomery County residents about the benefits of agriculture, conservation, and natural resources management. Other services include small pond review, drainage advice for residential landowners, and administering the Cover Crop program in the County.

The Cooperative Extension Office serves as the agricultural outreach education component of the University of Maryland. This agency is funded cooperatively through local, State, and Federal governments. Farmers, families, and youth are the primary audiences of the Extension Office. Educational programs for farmers include raising crops and livestock, protecting the environment, farm and business management, marketing commodities, and pest management. Programs for families and youth include: home horticulture, family budgeting, consumer education with a focus on promoting positive parenting skills and healthful diets and lifestyles, leadership development, and traditional 4-H youth development programs. The Extension Office's professional staff utilizes an extensive network of volunteers to assist them in program delivery. Extension Office personnel manage a diverse group of over 3,000 volunteers to respond to over 100,000 information requests a year. Outreach education programs are delivered informally through one-on-one contacts, telephone assistance, the internet, classes and workshops, field days, radio, TV, and print media.

<b>Program Performance Measures</b>	<b>Actual FY09</b>	<b>Actual FY10</b>	<b>Estimated FY11</b>	<b>Target FY12</b>	<b>Target FY13</b>
Cumulative farm acres protected	70,832	71,332	71,832	71,832	71,832
Number of farm businesses assisted	94	140	160	160	160

<b>FY12 Recommended Changes</b>	<b>Expenditures</b>	<b>WYs</b>
<b>FY11 Approved</b>	<b>631,780</b>	<b>4.6</b>
Shift: Funding for Agricultural Programs to the CIP	-129,930	-1.8
Miscellaneous adjustments, including restoration of employee furloughs, employee benefit changes, changes due to staff turnover, reorganizations, and other budget changes affecting more than one program	-7,630	0.2
<b>FY12 CE Recommended</b>	<b>494,220</b>	<b>3.0</b>

## Special Projects

The Division of Special Projects administers all aspects of DED's public-private partnerships programs, encompassing the Department's capital projects, legislative activities, strategic planning endeavors and new program development. The program builds programmatic relationships with local academic institutions and Federal installations to advance the County's economic base. The

- 2) The services provided under this contract are similar to services provided through other sources – such as the Home-Based Therapy Services and the Crisis Center
- 3) This contract provides crisis and mental health services to approximately 13 children per year.
- 4) The elimination of this contract will impact approximately 13 children and foster families who will no longer have access to this service.

Families Services Agency-Frameworks for Families – Case management and parenting skills to 75 families at risk for child maltreatment (\$27,450)

- 1) 17% reduction of the total contract
- 2) BHCS held this program harmless between FY08 and FY11 in an effort to avoid reducing the service. Reductions in other BHCS programs in previous and current years now make this reduction necessary to avoid additional reductions in Behavioral Health direct service programs.
- 3) Reduction amount \$27,450 to provide service coordination and parenting skills training to referred families that are identified as at risk of child abuse and/or neglect.
- 4) This will reduce service capacity from 75 to 64 families. 11 referred families will not receive this intervention.

Reginald S. Lourie Center-attachment and bonding services for young children involved with child welfare services (\$57,630)

- 1) This reduction eliminates all funding for Child Welfare attachment and bonding services in this contract. It represents 26% of entire contract with Lourie Center. The remaining funds provide therapeutic nursing and mental health support services for emotionally disturbed pre-school children.
- 2) BHCS held this program harmless between FY08 and FY11 in an effort to avoid reducing the service. Reductions in other BHCS programs in previous and current years now make this reduction necessary to avoid additional reductions in Behavioral Health direct service programs.
- 3) Reduction amount \$57,630 fund the services for attachment and bonding services between birth or adoptive parents and their children for the purpose of determining if reunification with family of origin is in the best interest of a child that has come into the care of Child Welfare Services. The provider served 44 children in FY10 and project serving approximately 40 children in FY11.
- 4) Estimate 40 children will not receive the attachment and bonding services in FY12.

## **Conservation Corps**

Why is the program being recommended for elimination? Please describe the RFP solicitation process for a Conservation Corps vendor. Please provide program and outcomes data for FY10 and FY11.

The program is being recommended for elimination due to the historic high cost per participant of the program and the lack of appropriate bids to provide the service through a non-profit partner.

Description of RFP process:

A Pre-Bid conference was held on Wednesday, November 17<sup>th</sup> to explain the RFP process to potential bidders. The RFP was officially advertised with a closing date of December 15, 2010. One RFP was received. A panel of three served as the Qualification and Selection Committee (QSC). A written review was conducted by the QSC and the potential bidder was scored with the minimum number of points required to move to the next phase of the RFP, an oral interview. On January 26, 2011 Student Conservation Association, Inc. (bidder) of Arlington, Virginia, was interviewed but was not awarded the

RFP based on the costs of their proposal compared to number of corps members served and length of program for participants (\$500,000 for 24 participants for 24 weeks).

### **Conservation Corps Outcomes-**

FY11

16 graduates (completion of program)

0 Enrollments

3 Non-completions

**FY10**

This information will be submitted separately

(Non-completions is the date corps member actually dropped out/quit/resigned/terminated from program.)

It appears that \$200,000 is being transferred to the Department of Economic Development to support workforce services for youth through Latin American Youth Center. Will this funding support the same population of youth served by the Conservation Corps? What services will be provided?

Yes. It is anticipated that youth from 16 to 23 who have faced barriers to employment will gain life skills, GED and education supports, employment skills, work experience, training and ultimately employment through this funding.

### **Juvenile Justice Services**

Please explain why this program area was shifted to behavioral health planning and management. The services provided through Juvenile Justice Services (JJS), specifically the Screening and Assessment Services for Children and Adolescents (SASCA) are more closely aligned with the substance abuse and mental health services provided through BHCS. It is felt that the continuum of care for children and families will be strengthened by locating JJS in BHCS.

Is the full-time principal Administrative Aide position being recommended for abolishment vacant? If so, when did it become vacant and what were the responsibilities of the position? What is the anticipated impact of the abolishment?

The position is currently filled. The PAA collects urine specimens 2x per week for two adolescent treatment centers. The PAA collects & delivers adolescent samples for SASCA clients. The PAA delivers these specimens to the Urine Monitoring Program (UMP) and ensures the centers have supplies for urine collection. This responsibility could be shifted to the Urine Monitoring Program.

Please describe the impact of the grants reductions for the Public Education and Prevention Grant and the Community Health Grant.

Public Education and Prevention Grant a.k.a Substance Abuse Prevention Grant – For three years the Strengthening Families component of this grant, served youth 11-17 whose parents were enrolled in substance abuse treatment. As funding is no longer available this target population will no longer be offered this family education program as an adjunct to treatment.

Community Mental Health Grant – The reductions shown in the budget book are technical adjustments to align with the FY11 budget. The reductions have already taken place. The reductions were in the following areas:

(S)

**DEPARTMENT OF ECONOMIC DEVELOPMENT REPONSE  
TO  
HHS AND PHED COMMITTEES**

Please provide a description of workforce services MMYC provides.

Maryland Multicultural Youth Center (MMYC) offers an array of services to low-income youth who have one or more barriers to employment. The majority of funding for MMYC programs comes from Workforce Investment Act (WIA).

Services are geared toward both in-school and out-of-school youth and include

- Job readiness training and career preparation
- Job placement and workforce programs
- Internship programs
- Summer employment
- GED and pre-GED preparation
- Computer instruction
- Mentoring
- Leadership skill development
- Case management
- College preparation programs
- Counseling
- Gang prevention
- Life skills training
- Afterschool homework assistance

MMYC facilitates an annual Youth Job Fair. This year's "Let's Get it Started" Montgomery County Youth Job Fair was held on Saturday, March 26<sup>th</sup>, 2011 providing job opportunities and resources to Montgomery County youth ages 16-21. An estimated 842 youth attended the job fair, which was located at the Civic Building in Downtown Silver Spring. Forty-one employers and youth-focused resources were available to the attendees of the job fair.

The Summer Employment opportunities were enhanced the last two summers because of American Reinvestment and Recovery Act funds. In the summer of 2009, 120 youth were placed in work experiences through out the county. During the six-week internships, youth have had the opportunity to increase their work related skills, engage with adult mentors and developed or enhance their resumes.

During the 2010 summer, 31 youth were placed with the Civic Justice Corp. Youth worked in both county parks and state parks, building trails, bridges, and planting trees. Youth participated in enrichment activities on Fridays and the highlight for most youth was the camping trip. Civic Justice Corp is state wide program; youth from Montgomery County joined other youth from around the State. ARRA funds was used for the Civic Justice Corp program.

What is the total anticipated funding for youth workforce services in FY12 broken out by funding source?

<b>FY 12</b>		
<b>Anticipated Funding Amount</b>	<b>Funding Source</b>	<b>Note</b>
\$50,000	County	For summer youth programming
\$558,284	Federal Funding WIA	The \$558,284 reflects level funding. Allocations from DOL are not yet available for FY12. This amount is funding for all youth workforce services.
Total: \$608,284		

How much does the Executive propose to reduce youth workforce services in FY12? Please break out the total reduction by activity or population served, if applicable.

In FY 11, the budget included:

- \$62,500 for County Gang Prevention Contracted Position and
- \$50,000 for general support of Youth Programs

The County Executive proposed FY 12 budget does not include that \$112,500.

The gang reduction funds provided staff in the Montgomery County Correctional Facility providing job readiness training to gang involved youth, serving annually 20-40 youth.

The general youth program funding allows youth who do not meet the WIA eligibility requirements to be served.

Is there any difference between how the \$200K will be used and what services MMYC currently delivers?

The \$200,000 will be used to offer services that are in the current scope of services rendered by MMYC.

Is there any overlap with the proposed additional funds and the funding that is proposed for reduction (e.g., general youth program funding \$50,000 – youth who do not meet WIA eligibility requirements)?

DED is proposing the *Montgomery County Older Youth Corp* which will focus on older youth 18-23 who reside in Montgomery County, with barriers to employment, dropouts, and youth who have not been employed in the past 12 months. These youth will receive the necessary training and career preparedness to youth who are not involved in post-secondary or employment activities. Services will include

- Development of individualized career pathway plan
- Development of job readiness skills

- Work on a community service project
- GED preparation
- Job Placement

Please provide usage and outcomes information for the LAYC program in FY09, FY10, and FY11 to date. Please break out the number of youth served by age group, ethnicity, and services received. Please provide information on GED completion, recidivism, program completion, and any other outcomes currently being tracked by LAYC.

Over half of the youth served are out-of-school youth. Also half of the population served is currently under the jurisdiction of the juvenile justice system; youth are either on probation, recently released from detention, involved in gangs, ex-gang members or at risk of being in gangs.

<b>FISCAL YEARS</b>	<b># of youth served</b>	<b># youth obtained GED</b>	<b># of youth placed in jobs/ internships</b>	<b>Average wages</b>	<b># youth entering post-sec</b>	<b># of youth taking JRT</b>	<b>Annual Job Fair</b>
<b>FY 2008</b>	367	14	60	\$9.00/hr	NA	207	980 youth/ 269 hires
<b>FY2009</b>	713	10	146	\$7.59/hr	NA	355	1100 youth/ 155 hires
<b>FY2010</b>	587	10	132	\$7.58/hr	13	113	790 youth/ 374 job offers
<b>FY2011*</b>	294	4			15		842/?

Does LAYC have a waitlist for services? Can LAYC quantify any unmet demand?

Wait lists depends on the services and time of the year.

For example, the 2009 summer Jobs program which was expanded because of ARRA funds, MMYC and the County fielded a large number of inquiries, many of whom were not eligible for participation. There were close to 500 applicants recruited but only 120 slots to be filled.

Prior to FY2010, the GED services had an average wait list of about 15-20 youth. However, LAYC has made some changes that has eliminated the wait list.

# PRE-SUBMISSION MEETING SIGN-IN SHEET

RFP # 1001267 Montgomery County Conservation Corps

Wednesday, November 17, 2010

AGENCY NAME & ADDRESS	CONTACT PERSON & E-MAIL ADDRESS	PHONE AND FAX NUMBERS
Latin American Youth Center / Maryland	luisa@layc-dc.org / lynn@layc-dc.org Leib Kaminsky	301-520-8698
Student Conservation Association	R. Lettre@thesca.org / Rachel Lettre	703-524-2441
Future Link Inc	Mindi Jacobson - Executive Director mjacobson@myfuturelink.net	240-393-9443
Workforce Solutions Group	dprp@workforce-solutions.org	301-240-207-1503
First Fruits Farms / Crystal Clear Peter James 21021 Sojourn St 20876	Peter James Just-money@comcast.net	Call Car Fax 301-916-5722
JACK GIBALA	DGS- OSRC	240-777-9918
WORKFORCE SOLUTIONS GROUP	MNGO@WORKFORCESOLUTIONSGROUP.ORG	240-403-3600
MONTGOMERY COLLEGE 51 MANNAKEE ST ROCKVILLE	ED ROBERTS @ MONTGOMERY COLLEGE.EDU	240-567-7688
Community Bridge, Inc.	JAN A. Desper jandesper@verizon.net	410-458-4201 / FAX 202-483-9339 / 202-478-0952



Future Link, Inc.  
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Potomac, MD 20854  
[mjacobson@myfuturelink.net](mailto:mjacobson@myfuturelink.net)

Family Services, Inc.  
610 E Diamond Ave, Suite 100  
Gaithersburg, MD 20877  
[harrrt@fs-inc.org](mailto:harrrt@fs-inc.org)  
301-840-2000

St. Luke's House Inc.  
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Lead4Life, Inc  
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Scott Birdsong, Executive Director

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Gapbuster Learning Center, Inc.  
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301-779-4252

Student Conservation Association  
1800 North Kent Street, Suite 102  
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p703.524.2441  
[fhagood@thesca.org](mailto:fhagood@thesca.org)  
Reginald "Flip" Hagood



Office of Procurement

Solicitation number: 1001267

FRONT DESK: 0

NEW SYSTEM: 4

**Latin American Youth Center**

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**Montgomery College**

Ed Roberts  
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**Student Conservation Association**

Rachel Lettre  
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**workforce solutions group of montgomery county inc.**

douglas propheter  
dpropheter@workforcesolutionsgroup.org

RAPID: 0

11

**Yao, Vivian**

---

**From:** Luisa Montero [luisa@layc-dc.org]

**Sent:** Friday, April 22, 2011 2:07 PM

**To:** Leventhal, George; Ervin, Valerie

**Cc:** Yao, Vivian; Arthur, Jean

**Subject:** Montgomery County Conservation Corps

Honorable Valerie Ervin, Chair, Council Education Committee

Honorable George Leventhal, Chair, Council Health and Human Services Committee

Dear Ms. Ervin and Mr. Leventhal,

We understand that there is some discussion as to the future of the Conservation Corps funding and the transference of some of the funds from DHHS to DED.

We just wanted to let you know that we are committed and have had preliminary discussions with DED to offer a program that incorporates elements of the Conservation Corps model. These would include GED, job readiness, community service, and job placements in "green" fields for older youth (18-23) – the population that MCCC served. However, with this amount of funding, it is obvious that the full complement of Conservation Corps activities will not be possible. Furthermore, we are not currently authorized to offer the Americorps educational award (we have 3 other Americorps programs, and for all of these, our funders provide the educational awards through an agreement with the National Corporation).

We are grateful for both DHHS's and DED's confidence in our programming, which is based on successes we've had working with vulnerable youth in the county. We also appreciate the County Executive's and the Friends of MCCC's commitment to continue assisting the youth that the Conservation Corps served.

While we are in favor of increased support from the county to serve this population, we believe that working with DED, we would be able to offer relevant services to youth the MCCC served with the \$200,000. This would not be a Conservation Corps program, but would retain some of the key elements of that model.

Let us know if there is any information we can provide as you consider this issue. Thank you for your time and service,

***Luisa Montero***

***Director***

***Latin American Youth Center/Maryland***

***Cellphone # 301-520-8698***

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4/22/2011



*Friends of the Montgomery County Conservation Corps*

April 15, 2011

Honorable George Leventhal  
Chair, Council Health and Human Services Committee

Honorable Valerie Ervin  
Chair, Council Education Committee

Dear George and Valerie:

The members of the Friends of the Montgomery County Conservation Corps (MCCC) Board were dismayed to learn that the County has cancelled the proposed public/private partnership program to sustain MCCC, and has dramatically cut and shifted the funding. **We urge you to fund MCCC in the FY12 budget at \$500,000.**

Since MCCC's operations stopped last October during the transition to the public-private partnership, the most vulnerable youth in the County have lacked access one of the only programs to help them develop the education and work skills they need to become self-sufficient citizens. This has severely compromised the County's ability to help out-of-school, unemployed youth become tax payers rather than tax users.

It is the understanding of the Friends Board that the County's RFP process for the MCCC public-private partnership was cumbersome and confusing, contributing to the county's only receiving one bidder response, which was not funded. The gap in MCCC services made it a target for cuts, since so many other programs that were currently serving participants also faced reductions. In his proposed FY12 budget, the County Executive cut the funding for MCCC by over 50%, to \$200,000. The Executive proposed transferred the funding from Department of Health and Human Services (HHS) to the Department of Economic Development (DED) and earmarked it to the Latin American Youth Center (LAYC), a nonprofit that currently provides the county's Workforce Investment Act youth program. The earmark did not specify that the funds be used for MCCC.

The Board has met with HHS and DED officials, who indicated that County Executive Leggett greatly valued MCCC and retained the \$200,000 in order to keep some aspect of MCCC going during the budget crisis. We appreciate the interest of the Executive in continuing the program, but we have a number of serious concerns, which we shared with the officials.

In the last few years, when the County operated MCCC, the budget exceeded \$800,000. The RFP offered nearly \$500,000, an amount that the Friends Board and the County agreed last year would be the minimum needed to operate a program like MCCC. As you may recall, MCCC had a 25-year track record and had completed the national Corps Network Excellence in Corps Operations (ECO) process twice in the last ten years. We are unsure how a corps program could effectively serve vulnerable youth with just \$200,000.

We are also concerned about what will happen to the federal AmeriCorps education awards available to MCCC participants. Participants earned these awards through the hundreds of hours of community service they completed as part of MCCC, and could use them to pursue post-secondary education or training. MCCC was one of just two programs in the County that offered the AmeriCorps award, and the only one working with low-income youth who were not normally college bound. If MCCC is dramatically reduced or ended, the County and its youth will lose the opportunity to tap into these federal funds and the money will instead go to youth in other jurisdictions.

In addition, we would like to ensure that, if funding for MCCC goes to LAYC through DED, the County will commit to building the capacity of LAYC and DED since they do not have prior experience operating a corps program. Also, the Executive's FY12 proposed budget for DED reduced funding for youth workforce services by \$162,000. We would like to ensure that the \$200,000 is used toward operating MCCC, rather than offsetting other budget cuts.

These are just a few of the questions that the potential cut or demise of MCCC raises. MCCC has completed hundreds of work projects for County agencies that preserved, protected and enhanced the natural and community resources of the County – what other entity will take these on in this budget environment? In addition, none of the monetary figures cited above reflect the amount MCCC has saved the County by helping at-risk youth become taxpaying workers and diverting them from the criminal justice system, mental health services, homelessness, and other negative circumstances. Investing in MCCC through an adequately funded public/non-profit partnership now will save much higher amounts of taxpayer money later.

On April 8, 2010 the Friends Board gave testimony to the County Council regarding the FY'11 proposed budget. Our statement holds true for the FY '12 proposed budget:

"The goal of the Friends Board in this challenging budget environment is to maintain the critical services and programs that MCCC provides to at-risk youth in the County. We support the concept of a public-nonprofit partnership which continues MCCC's mission, contingent on the implementation of the following components:

- serving out-of-school, unemployed youth
- youth development and education, including GED and AmeriCorps education scholarships
- conservation, life skills, job training, preparation, and placement

We are committed to working with the County Executive and County Council to ensure the continuation of MCCC. We look forward to participating in the transition to an even stronger and more vibrant MCCC that can help more County youth live independent and productive lives."

**To develop and implement this vital public/private partnership the Council needs to fund it at the initial level of \$500,000.**

Members of the Friends Board will be attending the April 26th the Health and Human Services Committee, combined with the Education Committee Hearing as the Conservation Corps is discussed.

Thank you for your consideration. If you have any questions, please do not hesitate to contact me by phone 301-573-5334 or email [jrupert@pr.net](mailto:jrupert@pr.net).

Sincerely,

Jerry Rupert  
President  
Friends of the MCCC

CC

County Council Members  
Mr. Isiah Leggett, County Executive  
Ms. Vivian Yao, Council Staff  
Ms. Jean Arthur, Council Staff  
Uma Ahluwalia, Director, HHS  
Mr. Steven Silverman, Director, DED  
Barbara Kaufmann, Manager, Workforce Services, DED

April 28, 2011

TO:

- Honorable George Leventhal  
Chair, Council Health and Human Services Committee  
[councilmember.leventhal@montgomerycountymd.gov](mailto:councilmember.leventhal@montgomerycountymd.gov)
- Honorable Nancy Floreen  
Chair, Council Planning, Housing & Economic Development Committee  
[councilmember.floreen@montgomerycountymd.gov](mailto:councilmember.floreen@montgomerycountymd.gov)

CC:

- County Council Members:  
[county.council@montgomerycountymd.gov](mailto:county.council@montgomerycountymd.gov)  
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[councilmember.navarro@montgomerycountymd.gov](mailto:councilmember.navarro@montgomerycountymd.gov)
- Vivian Yao, Council Legislative Analyst, [Vivian.yao@montgomerycountymd.gov](mailto:Vivian.yao@montgomerycountymd.gov)
- Jerry Rupert, Friends of the MCCC President, [jrupert@p2r.net](mailto:jrupert@p2r.net)
- Kate O'Sullivan, Friends of the MCCC First Vice President, [kateosullivanUS@yahoo.com](mailto:kateosullivanUS@yahoo.com)

Dear Councilmember Leventhal and Councilmember Floreen:

On behalf of The Corps Network, I am pleased to submit a strong letter of support for the Montgomery County Conservation Corps (MCCC).

The Corps Network is a proud advocate and representative of the nation's Service and Conservation Corps. Our number one goal is to sustain and grow the Corps movement. We have been fortunate to count MCCC as one of our members for many years. MCCC completed our Excellence in Corps Operations (ECO) process twice in the past ten years, placing it among a national group of corps recognized for their commitment to high-quality standards and continuous improvement.

Our member Service and Conservation Corps operate in 46 states and the District of Columbia. Over 30,000 Corpsmembers, ages 16-25, annually mobilize approximately 227,000 community

volunteers who in conjunction with Corpsmembers generate 21.3 million hours of service every year. Service and Conservation Corps are a direct descendant of the Depression-era Civilian Conservation Corps, in which three million young men dramatically improved the nation's public lands while receiving food, shelter, education, and a precious \$30-a-month stipend. Today's Service and Conservation Corps provide a wealth of conservation, infrastructure improvement, and human service projects – those identified by communities as important. Some Corps improve and preserve our public lands and national parks. Others provide critical energy conservation services, including weatherization, restore natural habitats and create urban parks and gardens. Still others provide disaster preparation and recovery to under-resourced communities. Finally, Corps raise the quality of life in low-income communities by renovating deteriorating housing and providing support to in-school and after school education programs.

A variety of research studies have demonstrated that Corps offer significant benefits to youth participants and for communities. In one example, a 1997 Abt Associates/ Brandeis University random assignment study concluded Corps generated a positive return on investment and the youth involved were positively affected by joining a Corps. The study found significant employment and earnings gains for youth participants in corps, as well as decreased incidence of undesirable outcomes such as lower pregnancy rates and arrest rates. In another example, a review of data from 14 Civic Justice Corps 2006-2008 pilot programs for court-involved youth found that participants exhibited a 10% recidivism rate – dramatically below the prevailing recidivism rates of 50-70% around the country. MCCC served as one of these 14 Civic Justice Corps pilot sites.

As you know, for 25 years MCCC worked to increase the employability of at-risk youth while completing projects of real and lasting value to the County. MCCC helped hundreds of youth to build their skills, obtain their GEDs, and connect to jobs. It also provided thousands of hours annually in service to the County, including invasive species removal, environmental restoration, construction, and public lands work.

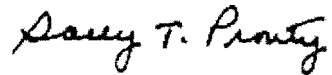
MCCC was one of eleven sites nationally to engage in the Civic Justice Corps, a successful national pilot program focused on engaging formerly incarcerated and court involved youth and young adults. This pilot led to increased investment by foundations and a recent U.S. Department of labor solicitation to support establishment of local Civic Justice Corps programs. Additionally, through its participation in The Corps Network's AmeriCorps Education Award program, funded by the federal Corporation for National and Community Service, MCCC enabled its participants to qualify for thousands of dollars in scholarships to support their future education.

I believe you will find that continued support of MCCC will provide a significant return on the County's investment, an important consideration at all times but even more so in the current challenging economic environment.

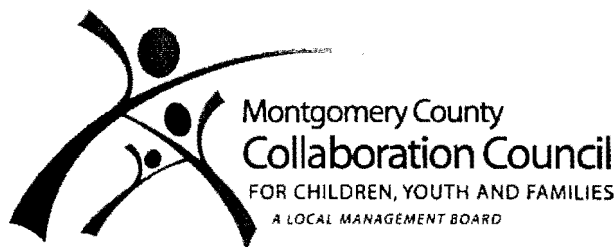


Please consider this our strongest possible endorsement of the principles and practices which served as the foundation for MCCC for many years and as an expression of support should the County continue this important work. Please feel free to contact me for additional information.

Sincerely,

A handwritten signature in cursive script that reads "Sally T. Prouty".

Sally T. Prouty  
President and CEO  
The Corps Network  
[sprouty@corpsnetwork.org](mailto:sprouty@corpsnetwork.org)  
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## **The Montgomery County Collaboration Council Wins Bid to Help Youth and Young Adults Succeed**

Goal is to get everyone “Ready by 21, Credentialed by 26”

**Rockville, MD, March 31, 2011** – The Montgomery County Collaboration Council for Children, Youth and Families, Inc., has won a competitive bid to launch a new effort to improve services for youth and young adults.

The Forum for Youth Investment, a nonprofit “action tank” based in Washington, chose Montgomery County, Maryland as one of four communities nationwide to participate in the Ready by 21, Credentialed by 26 Challenge. The selected communities will develop goals and plans to increase supports for older youth, with an emphasis on helping more low-income, minority and first-generation college-goers obtain postsecondary credentials with labor market value.

Montgomery County, Maryland – along with Broward County, Fla.; El Dorado County, Calif.; and Sonoma County, Calif. – will carry out the Challenge by implementing the Forum’s Ready by 21® strategies, which help communities around the country improve the odds that all of their youths will be “ready for college, work and life.” Those strategies include aligning and coordinating the work of all of the “stakeholders” in the community (including public, private and nonprofit agencies), agreeing on specific goals for all children and youth, establishing measurable outcomes to gauge progress toward those goals, and using data to adopt effective policies and practices.

-more-

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“We chose the Collaboration Council because it demonstrated a real commitment to more intentionally support young adult transitions, especially into postsecondary success,” said Nicole Yohalem, who oversees the Challenge as the Forum’s director of special projects. “Ensuring adult success requires broadening our thinking about how we help young people – beyond the classroom, beyond the school day, beyond academics and beyond the age of 18.”

“The opportunity to apply for the Credentialed by 26 Challenge was brought to us by the Governor’s Office for Children,” according to Carol Walsh, Executive Director of the Montgomery County Collaboration Council for Children, Youth and Families, Inc., the lead agency on the project. “We are putting together a core team that includes the Department of Health and Human Services, Montgomery County Public Schools, higher education, workforce development and business. With the valued support of the Forum located in Takoma Park, we plan to make a key contribution to our County’s commitment to ensuring that all our young people succeed in life.”

The Collaboration Council and its partners will receive training, coaching, tools, facilitation support, networking opportunities and a \$5,000 grant from the Forum to do three things between March and August 2011:

1. Collect information about the status of young adults; supports available for older youth transitions to adulthood; and the community’s capacity to increase postsecondary completion rates.
2. Engage key stakeholders, including young people, in focused dialogue about barriers to successful transitions and necessary supports.
3. Identify short- and long-term opportunities to increase supports and build community capacity.

Information about this project will be posted on the Collaboration Council’s website, [www.collaborationcouncil.org](http://www.collaborationcouncil.org) and on its Facebook page at [www.facebook.com/CollaborationCouncil](http://www.facebook.com/CollaborationCouncil). As a non-profit organization, the Collaboration Council is committed to ensuring that our children and families get the services and supports they need to lead healthy, successful lives.

###



## The Ready by 21, Credentialed by 26 Challenge

**The “traditional” sequence of graduating from high school, going to college, getting a job, getting married, and starting a family is more myth than reality. Over the past 50 years, the transition to adulthood has become longer, more complex and less orderly, increasing the need for well-designed, intentional support for young people in their efforts to learn, grow and become economically independent. Despite the changing reality of the transition to adulthood, conversations about student success still tend to focus largely on reducing the high school dropout crisis.**

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To ensure successful transitions, supports cannot end when students leave high school, either as graduates or dropouts. Ensuring adult success requires broadening our thinking – beyond the classroom, beyond the school day, beyond academics and beyond the age of 18. Given dramatic changes in the labor and wage market in the United States, it also requires thinking beyond high school graduation and beyond college readiness as the end goals.

Community, education and business leaders often lack a shared understanding or shared norms about what needs to be in place to support young adult transitions. With no public system focused on monitoring or supporting young adults, it is difficult to track their whereabouts, not to mention their well-being. Organizations that do work with this age group often operate within distinct silos (such as employment training, social services, juvenile justice, prevention, college access and higher education) and rarely find themselves in the same room.

The Ready by 21® National Partnership selected collaborations in four communities to participate in the Credentialed by 26 Challenge. These collaborations are committed to more intentionally supporting young adult transitions and in particular, postsecondary success. By working with various stakeholders and assessing targeted areas, they will articulate their goals and develop plans to increase supports for older youth, with an emphasis on helping more low-income, minority and first-generation college-goers obtain postsecondary credentials with labor market value.

Each community will receive training, coaching, tools, facilitation support, networking opportunities and a \$5,000 grant to do three things between March and August 2011:

1. Collect information about the status of young adults (based on education, employment and other indicators); supports available for older youth transitions; and community capacity to increase postsecondary completion rates.
2. Engage key stakeholders – including young people – in focused dialogue about barriers to successful transitions and necessary supports.
3. Identify specific opportunities – short and long-term, to improve community capacity in this area.

Training and coaching for the Credentialed by 26 Challenge will be led by the Forum for Youth Investment. Several Ready by 21 National Partners – including Corporate Voices for Working Families, National Collaboration for Youth, American Association of School Administrators and United Way Worldwide – will support the effort by sharing their constituents’ perspectives through tools and research, and by helping to engage their local affiliates and members in the work as appropriate.

### **Ready by 21, Credentialed by 26 Sites and Lead Agencies**

Broward County, Fla.  
Lead Agency: Broward County Public Schools

El Dorado County, Calif.  
Lead Agency: El Dorado County Credentialed by 26  
Education Partnership

Montgomery County, Md.  
Lead Agency: Montgomery County Collaboration Council  
for Children, Youth and Families, Inc.

Sonoma County, Calif.  
Lead Agency: Sonoma County Office of Education



## Supporting Postsecondary Success

Many local, state and national leaders are tightening joints in the education pipeline by aligning curriculum, standards, and assessments across K-12 and postsecondary systems. But helping thousands more young people successfully obtain education credentials with labor market value, especially low-income and first generation students, will require more than tightening those joints. We must insulate the pipeline with a range of supports necessary to ensure success.

Communities participating in the Ready by 21, Credentialed by 26 Challenge will collect information about the availability locally of key academic, social and basic supports.

### Academic Supports

- Proactive academic advising
- Learning communities, other cohort models
- Accelerated remediation

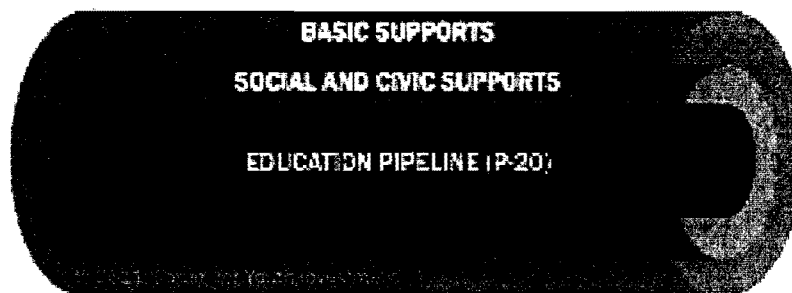
### Social and Civic Supports

- Supportive relationships, high expectations
- College know-how
- Service-learning/leadership development opportunities

### Basic Supports

- Financial aid
- Emergency funds
- College-friendly employment
- Access to housing, food, child care, transportation, health care

### The Ready by 21 Insulated Pipeline



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